High Performance Development Model
March 2003

Aloi F. Create wealth: Enrich your corporate culture. ABA Bank Marketing Mar 2003;35(2):20.

ABSTRACT: Profitability is related to positive employee motivation, and positive employee motivation is related to positive customer experience, yet not all bank managers understand this connection. The foundation of a strong corporate culture - a cultural initiative - is necessary for the development of a sales culture. A cultural initiative is about creating consistency in the workplace; by training and treating employees well, customers know what to expect. The steps that a financial organization should follow in defining and developing a cultural initiative are: 1. Meet with everyone in the organization. 2. Research what works and what does not. 3. Develop the plan. 4. Build teams. Mt. Washington Bank, in South Boston, MA, provides an example of how these steps can be successfully implemented.

Carey R, Iglesi EM. The big sit-down. Successful Meetings Mar 2003;52(3):39.

ABSTRACT: In a roundtable discussion, Andy Dolce, chairman/CEO of Dolce International Conference Destinations; Sam Haigh, COO of Benchmark Hospitality; and Rory Loberg, executive vice president of Aramark Harrison Lodging, discuss aspects of today's meetings business. According to Dolce, the big drop in corporate travel means that more hotels have thrown themselves big time into the conference business with reduced rates. But management training and education is one area they have not been able to take. Haigh said his company gained market share back from hotels as 2002 went along, and besides our core customers, we are seeing defense contractors and other military- and security-related business come more often.

Casison J. A worker's worth? Incentive Mar 2003;177(3):30.

ABSTRACT: When it comes to making sure that associates are happy and engaged, the Parsippany, NJ-based Avis Rent a Car System Inc. has made significant strides. After discovering it fell short on recognition in an annual employee satisfaction survey, Avis took immediate action. Low scores led to the creation of an employee loyalty department in 1998, followed by the launch of a formal recognition program, "The Right Direction," one year later. Like Avis, companies are realizing that organizational performance relates directly to zeroing in on employees' competencies and preferences, a substantial change for the management mindset obsessed with products and processes. As the relationship between people and productivity becomes clear, disjointed, unfocused initiatives are being replaced by a comprehensive human capital management strategy (HCM) that aligns

compensation, development, attraction and optimization. If the recent Watson Wyatt Human Capital Index is to be believed, the case for HCM is compelling. According to the study, superior HCM practices can increase shareholder value.

Cetron MJ, Davies O. Trends shaping the future: Technological, workplace, management, and institutional trends. The Futurist Mar/Apr 2003;37(2):30. [UI

ABSTRACT: Eleven trends that are shaping the world of the next two decades and beyond are: 1. Technology increasingly dominates both the economy and society. 2. Advances in transportation technology will speed travel and shipping, both on land and in the air. 3. The pace of technological change accelerates with each new generation of discoveries and applications. 4. Important medical advances will continue to appear almost daily. 5. The Internet is growing logarithmically and globally. 6. Education and training are expanding throughout society. 7. Specialization is spreading throughout industry and the professions. 8. Services are the fastest-growing sector of the global economy. 9. Women's salaries are beginning to approach equality with men's. 10. Workers are retiring later as life expectancy stretches. 11. Unions are losing their power.

Coggburn JD, Schneider SK. The quality of management and government performance: An empirical analysis of the American states. Public Administration Review Mar/Apr 2003;63(2):206.

Gearon CJ. Back to school. Hospitals & Health Networks Mar 2003;77(3):44.

ABSTRACT: Michael Dowling, CEO of North Shore-Long Island Jewish Health System (LIJ), unveiled a Center for Learning and Innovation, a venture harnessing the talents of LIJ, GE Medical Systems and Harvard University's School of Public Health. The mission: establish an internal university to foster the developmental growth of LIJ's workers, build a culture of learning, and heighten employee skills and enthusiasm at the 18-hospital system. More than a year into the effort, Dowling is pleased with the performance of the corporate university. It has unearthed a cadre of talent that might otherwise have been swallowed by the system, touched a few thousand workers, and led to the redesign of a number of processes in the system's hospitals. At one LIJ community hospital, patient registration problems in the ED led to a 60% error rate. The process has now been standardized and patient IDs are photocopied, helping increase cash flow by $500,000 a year and adding $200,000 to the bottom line.

Howatt B. Getting it done: Become a motivational manager. Credit Union Management Mar 2003;26(3):6.

ABSTRACT: Although motivating employees is no small task, taking the time and effort to do so will not only make them more productive, it will make them happier and healthier as well. A list of best practices to motivate employees is presented, including: Let your employees know you are interested in their personal and professional development.

Keelan E. In Practice: Staff retention - Keeping the best until last. Accountancy Mar 1, 2003:1.

ABSTRACT: From the smallest accounting practice to the Big Four, it makes good business sense to hang on to the most valuable employees - even during an economic downturn. The way to keep staff happy is to understand what drives them. There is evidence that motivation rather than incentives is what makes employees

stay put. That is not to say that benefits are not important to employees. One of the best ways to become highly employable is to work for a company that offers training and development. The importance of hanging on to good managers should not be underestimated either. Departures of supervisors have a destabilizing effect on the entire staffs.

Kenny J. Effective project management for strategic innovation and change in an organizational context. Project Management Journal Mar 2003;34(1):43. [UI

ABSTRACT: The relationship of project management to strategic implementation in an organization is explored. Some of the recent project management literature is examined and a case study from the education sector is used to consider how to effectively link project management to organizational strategic processes. Project management techniques have been used very successfully in a wide range of areas. They are routinely applied in IT developments, building, government, and education. Recent thinking has raised questions about how to more closely match the techniques to the nature of individual projects. The nature of different types of projects is explored through consideration of projects involving high levels of change, and/or innovation. By their nature, the final outcomes of such projects are not clearly defined and their execution may require many iterations of development. A means of categorizing projects within an organization is developed. This, along with a set process guidelines, will enable an organization's management to more effectively consider the implications of implementing strategic projects. Monitoring such projects can present problems in on organization when management accountability mechanisms demand results and rigid processes are imposed.

Kinni T. Have we run out of...big ideas? Across the Board Mar/Apr 2003;40(2):16.

ABSTRACT: It is the rare corporate leader who is talking about new ideas. Most are too busy announcing reductions in force, the closing of ventures that were until recently touted as tomorrow's growth engines, and other retrenchments and cost-cutting measures. New ideas are also conspicuously absent in the mainstream business press. The traditional fad-of-the-month cover story has been replaced by whichever celebrity CEO is currently running afoul of the SEC. In some quarters, the shortage of new business thinking might come as a welcome relief. Surely, when a new idea is presented as the flavor of the month and hailed as a panacea to cure a complex problem, it can do more harm than good. Witness the abuses perpetrated in the name of reengineering and, more recently, e-business.

Mittler JE. Change for the better. Industrial Management Mar/Apr 2003;45(2):14.

ABSTRACT: While a highly participative environment is not right for every organization, it is right for many of them. Before you commit to changing your culture to one in which more teamwork and employee-based authority is the norm, consider the makeup of your workforce and the management staff. The key to successful change is to define exactly where you are today before thinking about the changes you might implement. You need to consider your corporate culture, your preferred management style, and how your employees want to be managed. After styles and culture are identified, operations are analyzed, the need for change is intellectualized and internalized, the change in management style can be made.

Stratigos A. Managing up: Stakeholder relationship imperatives. Online Mar/Apr 2003;27(2):69.

ABSTRACT: There remains a gap between content deployment functions' value to their users and management's perception of that value. Effective stakeholder management bridges this gap. Engaging executive management throughout the content deployment business and product planning process ensurs that services are planned and delivered to support the institution's strategic goals. A few; best-practices organizations have taken stakeholder management to the explicit level by engaging with stakeholders in the following ways: 1. funding models/budgeting process, 2. service-level agreements, 3. advisory council/executive board, 4. formal review meetings, 5. matrixed management, 6. informaton management-hosted conferences, targeted to stakeholders, and 7. stakeholder relationship management.

Wart MV. Public-sector leadership theory: An assessment. Public Administration Review Mar/Apr 2003;63(2):214.